

DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM (DLAMP) January 1999

The Defense Leadership and Management Program (DLAMP) is beginning its second year of operation with two classes of participants from across the Department of Defense (DoD). The program is designed to provide DoD-wide civilian leadership and management training, education and development. The goal of the program is to develop future civilian leaders who clearly understand DoD's national security mission and can strengthen trust and communication among senior military and civilian leaders. In addition, the program will create a pool of individuals equipped to assume broader responsibility in an increasingly complex environment throughout DoD. The Department of the Navy (DON) currently has 177 participants in the program.

The DON is now soliciting nominations for the 1999 class. Competition is open to DON civilian personnel at the GS/GM-13 through 15 level and equivalent. The following pages provide further details about the DLAMP and nomination procedures. In order for our top-performing Department of the Navy employees to be competitive for future DoD senior leadership positions, we must take full advantage of this development opportunity.

The following announcement has been sent to major claimants who are asked to provide wide dissemination of this opportunity. Claimants will screen applications and submit nominations for DON competition. Only nominations endorsed and submitted by the major claimant will be considered. The DON Civilian Leadership Board will review applications and select nominees to be forwarded to the Assistant Secretary of Defense (Force Management Policy) for final selection by the DoD DLAMP Council.

Interested individuals should contact their activity or major claimant point of contact for submission deadlines. Questions regarding DLAMP may be directed to Ruth Derr or Russell Lowe on 703-696-5165 or DSN 426-5165.



1999 APPLICANT INFORMATION SHEET

Name: _____
Title: Ms./Mrs./Mr./Dr. First Name Middle Initial Last Name Suffix: Jr. Sr.

Preferred first name: _____ Social security number: _____

Home phone: _____ Home fax number: _____

Home e-mail address: _____

Home mailing address: _____

Employing Component (e.g. Army, NIMA, DoDEA): _____

Job title: _____

Pay plan: _____ Occupational series: _____ Grade: _____

Organizational mailing name and symbol: _____

Organizational mailing address: _____

Work phone: _____ Work fax number: _____

Work e-mail address: _____

Security clearance type: _____ Date received: _____

Date of last promotion: _____ Acquisition Corps member: _____ yes _____ no

Highest degree awarded: _____ Associate _____ Baccalaureate _____ Law Degree _____ Master
_____ Doctorate _____ None

Major field of study: undergraduate: _____ graduate: _____

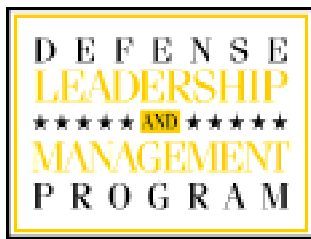
Professional Military Education: (e.g., Army War College, Naval War College, Air War College)
_____ No _____ Yes . (If yes, please provide)

Name of Institution: _____ Dates Attended: _____

Applicant's Signature: _____ Date: _____

PRIVACY ACT INFORMATION

Authority: The Government Employees Training Act of 1958 (USC, Title 5, 4101 to 4118), EO 9397, November 1943 (SSN).
Purpose and Use: Used in the administration of the Federal Training Program.
Disclosure: Personal information provided in this application package is given on a voluntary basis. Failure to provide this information, however, may result in ineligibility for participation in training programs.



Solicitation for DLAMP Nominees Class of 1999

What is the Defense Leadership and Management Program?

Implementing recommendations of the Commission on Roles and Missions, the Defense Leadership and Management Program (DLAMP) is a systematic program of "joint" civilian leader training, education, and development within and across the Department of Defense. It provides the framework for developing civilians with a DoD-wide capability from which selection may be made to fill approximately 3,000 key leadership positions. These key positions are at grade GS/GM-14 and above and require a Department-wide perspective. Duties include responsibility for people, policy, programs, other resources of broad significance; or support "joint" warfighting capability. In addition to creating this recruitment pool, DLAMP fosters an environment that nurtures a shared understanding and sense of mission among civilian and military personnel.

What can DLAMP participants and their supervisors expect?

- **Rotational Assignments** - Participants will be required to complete a career-broadening rotational assignment, normally outside their activity and functional area, of at least 12 months. Previous assignments may fulfil this requirement.
- **Professional Military Education** - Participants will be required to complete a senior-level course in professional military education (PME) lasting at least three months, with an emphasis on national security decision-making.
 - A few opportunities will be available to complete 10-month PME programs. Prior to beginning a 10-month program, participants will be required to agree to serve in the government for at least 30 months after completing the program.
 - Some PME activities require participants to obtain a Top Secret clearance that may include a drug test.
 - In rare instances, one PME institution will accept GS/GM-13 level students. All other institutions require students to be at least at the GS/GM-14 level.
- **Graduate-level Courses** - Participants will be required to complete a minimum of 10 advanced graduate-level college courses specially designed with a defense focus to develop familiarity with the broad range of subjects facing defense leaders. The graduate curriculum consists of required courses in eight academic areas (accounting, finance, economics, human resources, information systems, quantitative tools, law and public policy, and international policy) and electives in related areas (logistics, intelligence, acquisition and contract management). Previous education may meet course prerequisite or course waiver requirements.
 - All courses are accredited and meet high academic standards. Successful completion of a baccalaureate degree; substantial undergraduate course work; military intermediate level schools, i.e., Naval, Army, and Air Command and Staff Colleges; Army Management Staff College; Defense Systems Management College Program Manager's Course; or executive programs involving similar academic rigor is strongly encouraged.
 - All courses are compressed into two weeks and taught at the DLAMP facility in Massachusetts.
 - Participants with baccalaureate degrees will receive three graduate level credits for each course successfully completed.
- **Other Requirements** - Participants will be required to complete Component- and occupation-specific development courses, as appropriate.
 - For example, participants in the acquisition career field will also be required to continue to meet the Defense Acquisition Workforce Improvement Act requirements for their grade level and position.
 - Participants will be encouraged to be organizationally and occupationally mobile; geographic mobility is strongly encouraged and may be mandated by some endorsing organizations.

Program Features:

- Travel and per diem associated with approved DLAMP activities are paid from centrally managed funds.
- A limited number of full-time equivalent (FTE) allocations are available to permit temporary backfilling positions vacated by participants away for the 10-month Senior Service School program or the 12-month rotation. Such vacancies may also be considered as rotational assignment opportunities for other DLAMP participants.
- DLAMP includes a formal program of mentoring that requires the mentor to play an important role in assessing and planning developmental activities.
- DLAMP graduates and participants will be the primary recruitment pool (consistent with applicable statutes and regulations) for filling vacant DLAMP designated positions.
- Participants have up to six (6) years to complete program requirements.

Who can apply for DLAMP?

Permanent full-time civilian employees of the Department of Defense, who permanently occupy GS/GM-13, 14, or 15 (or equivalent) level positions may apply. Due to the academic requirements of the program, possession of a baccalaureate degree (at a minimum) is strongly recommended.

What is the evaluation criteria for selection into DLAMP?

U.S. OPM Executive Core Qualifications (ECQs)

(See www.opm.gov/ses/html/sesguide.htm for additional information)

- **Leading Change.** Encompasses the ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity—to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.
- **Leading People.** Involves the ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

- **Results Driven.** Stresses accountability and continuous improvement. Includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.
- **Business Acumen.** Involves the ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.
- **Building Coalitions/Communication.** Involves the ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organization, and to identify the internal and external politics that impact the work of the organization.

Defense Criterion

(See <http://www.dtic.mil/jcs/library.html> for information on Goldwater-Nichols Act of 1986)

- **Broad Defense Perspective.** Involves knowledge of the operational aspects of more than one major Defense organizations (e.g., Departments of the Army, Navy, and Air Force and the Defense Agencies) and an understanding of the world geo-political/military environment in planning, coordinating, and communicating toward mission accomplishment. It also involves the ability to incorporate joint service principles.

What are the application requirements?

You should get specific guidance on submission dates and additional activity requirements from the activity point of contact. Applicants are required to furnish a nomination package (original and 3 copies) that includes:

- DLAMP Applicant Information Sheet
- Resume and education history (excluding education programs lasting less than two weeks) (three page limit)
- Qualifications Statement describing how the applicant meets the OPM ECQs and Defense Criterion (three page limit total)
- Letter of endorsement from supervisor

Application tips follow:

GUIDANCE FOR PREPARATION OF APPLICATIONS FOR THE DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM

The Defense Leadership and Management Program (DLAMP) is becoming a much sought after development opportunity and is becoming highly competitive. There are usually far more applicants than there are spaces available in the program, so not all that apply will be selected for participation.

The evaluators of the applications for the Defense Leadership and Management Program (DLAMP) consider all the required information provided in the package: career history, education history, supervisory endorsement(s), and responses to the Executive Core Qualifications (ECQs) and defense criterion when making their determinations. This information is used in reviewing the application against the evaluation criteria described in the DLAMP solicitation. So, be mindful that your written application package provides the first and only impression that you'll be able to make and it should be your best presentation.

The following recommendations are offered to those individuals preparing DLAMP applications. The information is provided as general guidance and suggestions and does not guarantee selection into the program:

- 1. The application form(s) and guidance may change from year to year. Make sure that you use the current year's application form and guidance so that you provide all the requested information.**
- 2. The application package should be neat and free of spelling and grammatical errors. Typed applications are preferred. Be sure to completely answer all the questions on the application form(s). Submit all the required information; application, career history resume, education history, Executive Core Qualification (ECQ) and defense element statement, and supervisor's letter of recommendation and command endorsement. Avoid submitting letters of appreciation, certificates, and other unsolicited material. Prepare information within the specified limits, i.e., 3-page limit on career history and qualifications statements.**

3. In preparing the qualifications statement (responses to the ECQs and defense criterion):

- **make sure all 6 qualifications (5 OPM ECQs and 1 defense element) are addressed and address each qualification separately;**
- **all 6 elements must be addressed within the 3-page limit for the qualifications statement;**
- **when describing your accomplishments use the “challenge-context-action-result” model approach (as described in the “Guide to Senior Executive Service Qualifications” available on the OPM website [www.opm.gov/ses/html/sesguide.htm] or in booklet form);**
- **include work-related and non-work-related experiences from outside activities or organizations, as appropriate, when addressing the qualifications;**
- **use concrete and detailed examples to address accomplishments; avoid writing about personal beliefs or philosophy.**
- **think like a manager; focus on how you work “through” others. At the GS-13 level and above, applicants who may not have had supervisory experience should have had some opportunity to be a team or project leader and could highlight their managerial or leadership accomplishments.**